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**FACTORS INFLUENCING JOB SATISFACTION OF
REPATRIATED MANAGERS**

by

Michael A. Duoto

**A dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Education**

University of San Diego

2002

Dissertation Committee

**Daniel M. Miller, Ph.D., Chair
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ABSTRACT

Turnover due to repatriation is an increasingly costly occurrence for multinational corporations. Understanding why repatriates decide to leave their companies upon being called back from abroad may help to devise ways in which organizations can mitigate such turnover and reduce cost in hiring and training new personnel. To that end, this study examines the impact of training and orientation programs on the job satisfaction of repatriated managers. In general the study looks at whether or not training, orientation, and family support programs have an impact on the job satisfaction of repatriated managers. The study puts forward the hypothesis that training and orientation programs designed to assist managers in the repatriation process improve levels of job satisfaction. In addition to the offering of training, orientation and family support programs, the study examines whether gender, age, and length of employment have an impact on levels of job satisfaction.

Regression analysis and analysis of variance (ANOVA) were used to statistically test the hypothesized relations between the independent variables (demographic and program offerings) and dependent variable (i.e., job satisfaction). Also, open-ended questions were included in the survey with the hope of gaining a more rich perspective on particular experiences that may not be captured by the closed-ended survey questions. For example, respondents were asked what their companies did that actually helped the respondent in the repatriation process; what policies should be changed or added that would help increase job satisfaction; and what other factors influenced their job satisfaction upon their return.

The sample for this study included 63 respondents from a pool of 200 multinational organizations. The typical respondent was about 41 years of age, male, Caucasian, had been employed with their current firm between 7 and 9 years, held a Bachelor's degree, had been assigned for about three years, and had returned back to the

United States around two years ago. The findings of the study suggest that few respondents in either group expressed that they had received adequate assistance in the process. Most of the respondents expressed a significant "let-down" upon their return to the United States; and regardless of whether or not the respondents participated in a transition program, many expressed a desire for more responsibilities and an increased level of autonomy upon return. The respondents wanted company policy to address the initiation of career path and retention related policies.

This study found that those who participated in a repatriation program scored 1.13 points higher in job satisfaction than those who did not participate in a repatriation program. These results would imply that companies that offer repatriation programs for their employees reduce stress, resulting in higher job satisfaction and, ultimately, lower turnover.

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Dedication

This study is dedicated to my dear wife, Jill. Without her love and support, completion of this journey would not have been possible. I also dedicate this study to my three boys, Nico, Bryan, and Bobby. It is my dream that my boys continue their love of learning, and may this love be as strong as my love for them.

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CHAPTER 1: INTRODUCTION

Background of the Problem

The increased pace of globalization and the far-reaching impact of the Internet on the world marketplace emphasizes the need for all corporations to prepare managerial personnel for responsibilities that must be fulfilled under social and business rules that are unfamiliar to them. Managerial personnel assigned responsibilities in expatriate situations who are not prepared to serve effectively in such situations create a multiplicity of problems for the corporation. The transition process is what causes this situation. It impacts productivity and effectiveness of performance. Job satisfaction, in turn, is linked to performance. The productivity and even the viability of a corporation's international operation are placed at risk. Additionally, the disillusioned manager may sever her or his connection with the corporation, thereby creating additional problems and costs for the firm (Tung & Miller, 1990).

A similar phenomenon frequently occurs when expatriate managers are repatriated. While one would not expect a repatriated manager to feel as if he or she had once again been asked to function within an alien social structure, such feelings are relatively common (Black, Gregersen, & Mendenhall, 1992). During a manager's absence on a foreign assignment, both procedures and organization structure frequently change. If a returning manager is not thoroughly briefed on such changes, he or she will

be placed at a disadvantage and may be made to feel as if he or she is an outsider (Black, Gregersen, & Mendenhall, 1992).

An even greater issue frequently is the fact that those managers who stayed behind have solidified their positions and chances for advancement at the expense of repatriated managers. An effective strategy designed to retain repatriated managers, therefore, must address this issue (Black, Gregersen, & Mendenhall, 1992).

All of the issues discussed above can lead to disillusioned managers, loss of productivity, and eventual termination of the relationship between the repatriated managers and the corporation. The consequences of such outcomes are substantial losses for both the managers and the corporations involved (Gomez-Meija & Balin, 1987). A high rate of turnover among managerial personnel, as an example, can lead to critical problems for organizations (Huselid, 1995; Kitchen, 1992), and turnover among both expatriate managers and repatriated managers has been found to be substantially higher than the rate of turnover for managers in uninterrupted domestic assignments (Tung, 1999). For the organization, such managerial turnover can create a nightmare situation because of the difficulties involved with recruiting, training, and installing replacements (Black, Gregersen, & Mendenhall, 1992); Tung, 1999). For the individual managers involved in such situations, the outcomes can be career crippling (Black & Gregersen, 1991; Black & Stephens, 1989).

Corporations conducting foreign operations require an effective means of predicting the success potential of (1) personnel assigned expatriate managerial responsibilities and (2) managerial personnel repatriated to assume new responsibilities at home (LaBrack, 1993). Obviously, if the potential for managerial turnover increases

during expatriate assignments or upon repatriation, organizations need to know the probability of individual success in such assignments in order to effectively prepare individuals for such assignments (Shilling, 1993). Typically, corporations do not recruit managers for overseas assignments; rather, they assign managers to overseas positions. Once the overseas assignments are completed, managers are repatriated. One needs to look no further than the military services or any major corporation to see how this process works. In each instance, organizations need a means of predicting how managers will react to new situations in order to prepare them for their new responsibilities. Training is a major preparatory tool for either overseas assignments or repatriation assignments.

One of the factors that has been cited as an influence on job satisfaction perceptions of expatriate and repatriated managers is an orientation program that prepares individuals and their respective families for both expatriate managerial responsibilities and repatriation (Stening & Hammer, 1992). Within this context, it is inferred that attendance in a comprehensive orientation or training program is associated with higher levels of job satisfaction among managers, and that, in turn, higher levels of job satisfaction among these individuals are associated with lower levels of job turnover. No research was found that focused specifically on the relationship of orientation or training program, job satisfaction levels, and turnover among repatriated individuals.

Organizational variables have also been found to have an influence on the returning manager (Black, Gregersen, & Mendenhall, 1992). Organizational hierarchy and structure often changes during periods of absence. Also, the vacated job may be filled by someone else and a new job must be assigned to the returning employee

(Feldman & Tompson, 1993). As a result, functions and levels of responsibility may decrease, thereby engendering dissatisfaction with the replacement position.

A relatively large body of literature has been developed that indicates, at a general level, that the success potential of individuals in expatriation and repatriation managerial situations is a function of the level of job satisfaction (Black, 1988; Banai & Reisel, 1993; Feldman, 1993; Feldman & Tompson, 1993; Tett & Meyer, 1993). The factors that contribute to the level of job satisfaction or dissatisfaction among such managers (both task characteristics and organizational characteristics) are identified and generally agreed upon in the literature (Naumann, 1993b). However, no studies were found that assessed the impact of training/orientation programs with those factors that contribute to job satisfaction levels of repatriated managers.

Task-related factors are those that are directly related to the job that an individual must perform, while organization-related factors are those that are associated with the organizational environment and culture. Task-related factors include role ambiguity, conflicting task demands, work overload or work under load, inadequate resource support, no provision for meaningful participation in decision making, insecurity, and other factors (Francis & Milburn, 1995). Organization-related factors typically develop as a result of flawed organizational structures, ineffective organizational development, the inability of an individual to pursue successfully achievement goals within an organization, or some combination of all three (Lee & Ashfort, 1993).

Disagreement exists, however, with respect to which task and/or organization-related factors and variables are antecedent to others, and with respect to their relative

significance in the development of job satisfaction or dissatisfaction (Naumann, 1993a). Also, new variables and influences have come into play with respect to those managers who become expatriates and then return to their native companies. Those who return are subjected to other job satisfaction influences that have not been taken into consideration by earlier job satisfaction models. Repatriation is indeed a period of elevated risk.

Statement of the Problem

The preceding discussion indicates that, if organizations do not adequately prepare their expatriate managers for successful repatriation, job satisfaction problems will likely be encountered. According to authorities (Banai & Reisel, 1993; Black & Gregersen, 1991b), it is just as clear that, alternatively, if organizations do establish strategies designed to assure that the process of repatriation is both equitable and beneficial for repatriated managers and the organization, problems associated with repatriation could be reduced. This in turn, will decrease turnover and thus impact the bottom line. The problem of the study relates to the need to examine the impact of training/orientation programs on job satisfaction levels of repatriated managers.

Purpose of the Study

The purpose of the proposed study will seek to go beyond the facts already established. Therefore, the purpose of the proposed study will be to (1) identify the impact of training/orientation programs on the problem of job dissatisfaction among repatriated managers, and (2) identify policies that, if implemented, may assist in finding a solution to the turnover rate of repatriated managers.

Research Questions

Three questions are posed by the study in order to understand the role of repatriation programs and their impact on job satisfaction. The research study will be designed specifically to answer these questions.

1. Are there differences in job satisfaction levels among repatriated managers at organizations that include training/orientation and family support programs and those companies that do not?

2. Can differences in job satisfaction levels among repatriated managers at organizations that do or do not include training/orientation and family support programs be identified in terms of gender, age, and years of employment with the company?

3. Do repatriates who are offered a pre-departure program or who take advantage of such a program have higher job satisfaction than repatriates who are not offered a pre-departure program?

Significance of the Problem

Companies that send employees on overseas assignments must take special steps to help their expatriates successfully return to home base, or risk losing them. More than one-quarter of returning expatriates leave their company within two years to work someplace where they can better use their international experience. Many are not only inadequately prepared to handle "reverse culture shock" after returning to a once-

familiar place that now seems very different, but feel they are not given positions that utilize their broadened skills and knowledge. Management needs to be more aware of these problems. Issues surrounding anger, inadequacy, and alienation can be identified in training/orientation programs for repatriated managers. The results of the proposed investigation may support the need for more training/orientation programs for repatriating managers and thus address this need. In this manner the study is significant and important to the area of training/orientation programs in general and to the needs of repatriated managers, specifically.

Delimitations and Limitations

The study is limited to expatriated employees only. The sample population of the proposed study is also limited to only employees who fit into the categories of manager or other similar supervisory positions.

The study conclusions are limited by the amount of information and data discovered in the documents, reports, studies, books, and other related materials comprising the literature review and the data collected from administration of survey questionnaires. It is important to note that inherent limitations also exist in the utilization of a questionnaire to provide evidence. But similar limitations inhibit the validation of findings of any study or research project, whatever the method (Daniel & Terrell 1995; Zikmund, 1991).

The study assumes that the sample population will be representative of repatriated managers in other companies of a similar size and nature throughout the country. The study also assumes that a lack of a company training or orientation

program will have a significant influence on the job satisfaction perceptions of the sample population respondents. The study was not able to determine the types of companies the sample represents.

Definition of Terms

Several terms and designations will be unique to the study. These are defined generally and operationally as follows:

Continuity of Functions and Responsibilities: The independent variables of the study include continuity in functional responsibilities (hierarchical and functional organization structure processes); selection and assignment systems that assure the same responsibilities for managers (human resources processes); and training, orientation, and family support programs. These terms are operationally defined by Section 2 of the test instrument.

Orientation and Training Programs: In general, this designation refers to courses of academic or instructional study focused on a specific subject, group of individuals, or subject area. For the purposes of this study, however, the term is operationally defined by items 7, 8, and 9 in Section 2 of the questionnaire.

Repatriated Employee: The term expatriate refers to an employee who has left his or her country to work and reside in another country (Stening & Hammer, 1992).

Repatriate, therefore, pertains to the individual who is returning to his or her country to continue employment most likely with the same organization.

Job Satisfaction: This term, the dependent variable of the study, generally refers to the fulfillment an employee feels from his or her employment position (Abramis, 1994; Knoop, 1994; Maurer, 1996). Job satisfaction can be regarded as a related work attitude of stress (Rahma & Zanzi, 1995). Job satisfaction and stress are of great concern to organizations. Increased job dissatisfaction has been related to absenteeism, increased accidents, turnover, and a variety of illness behaviors (Decker & Borgen, 1993). These behaviors are quite costly to the company and significantly impact the bottom line. Specifically, this term is operationally defined by responses to Section 1 of the test instrument of the study (see Appendix).

CHAPTER 2: REVIEW OF THE LITERATURE

Introduction

Corporations conducting foreign operations require an effective means of ensuring both the success of expatriated managers and the success of repatriated managers. A relatively large body of literature has been developed that indicates, at a general level, that the success of individuals both when assigned expatriate managerial responsibilities and when they are repatriated is a function of the level of job satisfaction (Banai & Reisel, 1993). However, no research was found in the available literature that focused specifically on the relationship between orientation/training programs and job satisfaction, and the effect of that relationship on the turnover among repatriated individuals.

If demographic variables such as age, race, and gender influence job satisfaction, then it might suggest that any training or orientation program for repatriated managers should be flexible enough in design and implementation to accommodate the repatriated managers. The means by which this can be accomplished, however, is dependent on the emerging data regarding the correlation of demographic variables with job satisfaction in the specific context of repatriated managers.

Job Satisfaction

The concept of job satisfaction is important to organizations because of its effect on productivity. Job satisfaction, in this context, is seen as a necessary ingredient for

productive work within an organizational environment (Shani & Lau, 1996). Early efforts to measure job satisfaction resulted in the development of causal models (Locke, 1970). These models were process-oriented in that the researchers attempted to identify and assess the types of organizational phenomena that influenced individual perceptions of satisfaction. Phenomenological factors incorporated in the causal models were primarily those associated with individual needs and individual values. Causal models of job satisfaction did not provide the strength and preciseness of analysis required to accurately define the relationships between job satisfaction and various organizational outcomes. Additionally, these theories did not translate into practical use. Practitioners could not develop effective strategies to promote desirable organizational outcomes through the enhancement of job satisfaction based on causal models of job satisfaction. They therefore turned to more practical theories. The resulting theories regarding job satisfaction are explained below.

Content Theories of Job Satisfaction

The theories of job satisfaction are classified as either content or process theories of motivation. A content theory of motivation specifies the needs that stimulate behavior and identifies factors in individuals and their work environments that correspond to the individual needs. A process theory of motivation identifies how motivation occurs. This investigation is content theory oriented and will seek to identify the perceived needs of repatriated managers as they readjust to the domestic work environment. It is based on the spectrum of theoretical and empirical work in the field of job satisfaction from Abraham Maslow to the present day (Scott, 1997).

Maslow (1954) dealt with job satisfaction through a motivational theory known as "Maslow's Hierarchy of Needs." The hierarchy divided human needs into higher and lower orders. The lower order needs are primary, such as food, shelter, sex, and physical security, while the higher order needs involve affiliation, love for others, and self-actualization. When the lower order needs are absent in the life of an individual, the satisfaction of those needs become the center of the individual's life. In most modern societies, however, the primary needs are satisfied. Thus, real motivation, especially within organizational structures, results from individual desires to satisfy their higher order needs (Maslow, 1966).

Maslow's theory was followed by another theory designed to take into account the more human aspects of motivation. Herzberg, Mausner, and Snyderman (1959) developed a theory of job satisfaction called the two-factor model. It is often confused with Maslow's hierarchy of needs because it divides the factors involved in an individual's organizational life into categories. However, Maslow's hierarchy of needs and Herzberg's two-factor model are not identical. Herzberg (1966) ranked needs in terms of hygiene factors and motivation factors. He included such factors as compensation and working conditions in the hygiene group. An unsatisfactory status of any of these hygiene factors could result in a disincentive for the individual to perform productively. By contrast, however, a satisfactory status for the factors would not motivate the individual to exceptional levels of performance. Herzberg's motivational factors included such things as opportunities to achieve and opportunities to gain responsibility as motivational factors in the organizational life of an individual, the

absence of which would not result in any disincentive to perform. A satisfactory status for these factors would motivate an individual to seek exceptional levels of performance.

Neither Maslow's nor Herzberg's theories are prominent in contemporary job satisfaction research. Most contemporary content theories of job satisfaction focus on specific factors of job, organization, and individual and the interrelationships between these factors. Smith, Kendall, and Hulin (1969) performed the pioneering work in the contemporary approach to job satisfaction research. They postulated that job satisfaction is the product of work, pay, promotion, coworkers, and supervision and that each of these factors influences perceptions of job satisfaction.

The *Job Descriptive Index* (JDI) has been used extensively to measure job satisfaction because of its relative simplicity (Brown & Peterson, 1993). Unfortunately, the reliability of tests of job satisfaction has been disappointing (Taber, 1991). The reason for the lack of reliability in the use of the JDI appears to be that many researchers continue to attempt to measure job satisfaction by either summing or averaging the scores on the original five scales of the index. This technique is contrary to the instructions from the instrument's creators to avoid such use. The *job in general* scale of the JDI is recommended for the quantitative measurement of overall job satisfaction.

The measurement of job satisfaction is of no particular value unless such measurement provides a basis for the prediction of probable employee actions and the development of strategies to counter such actions where necessary. An important use of job satisfaction measurements is the prediction of an intention by an employee to leave an organization.

Employee Morale

Job satisfaction is considered a key measure in an organization's human resources effectiveness (Klubnik, 1995; Robbins, 1998). It ranks high on the list with productivity, absenteeism and turnover as a key indicator of how effectively an organization is conducting its business. Job satisfaction has often been linked positively to productivity, although no casual relationship has been concretely established (Abramis, 1994; Blegen, 1993; Brown & Peterson, 1993). According to Robbins (1998), employee morale is either positively or negatively affected by certain job-related factors and variables such as mental challenge, equitable rewards, and job fit.

There are also some factors that are known to be the result of low morale. These are cited by Robbins (1998) as turnover, absenteeism, and low productivity.

Absenteeism has a consistent negative relationship with job satisfaction. Workers who are unhappy tend to seek every opportunity to stay away from the job. This behavior is made easier for employees by privacy laws that protect employees who use sick days as vacation or "mental health days." When negative factors exist in the workplace, turnover and absenteeism rise. These negative factors such as imminent layoffs, merger anxiety, dissatisfaction with compensation, personality conflicts, or poor job fits, lead to low morale, poor attitudes, and low productivity (Sinton, 1998).

Turnover is also negatively related to morale and job satisfaction (Allie, 1996). Interestingly, turnover correlates more highly with low job satisfaction than absenteeism (Robbins, 1998). This means that most people would rather quit their job than stay and simply use up sick leave. However, according to Robbins (1998), an important

moderating variable in the satisfaction-turnover relationship is the employee's level of performance. That is, the level of satisfaction in superior performers is less predictive of turnover than it is for average or below-average performing employees. Superior performers are the ones who are consistently recognized by their organization and often receive rewards such as bonuses, pay increases, praise, official recognition and greater opportunities to excel within the company.

Job-Related Stress

Stress has generally been defined in the literature as the “wear and tear” of the body that is experienced as individuals adjust to the continually changing environment (Sime, 1996). Limited amounts of stress can have positive results. For example, the tension of competition drives employees to excel in the workplace and often enhances performance. But other stressors inhibit performance and can cause health problems. Stress, sometimes referred to as distress, is defined as the psychological or subjective discomfort that occurs when stressors are perceived to be too demanding or to exceed an individual's coping capacity (Finlay, 1995).

Stress management is presently the focus of much empirical research in terms of job-related factors that contribute to individual stress (Allie, 1996). It can be expected that pressures and tensions associated with job change (such as in the case of repatriation) add to the burden of occupational stress. According to Allie (1996), too much stress on the job can affect both physical and psychological well being. Symptoms such as ulcers, migraine headaches, and muscle pain may be more than physical in

nature. Asthma, psoriasis, alcoholism or other forms of chemical dependency in employees, managers, and executives may well be a signal that there is a stress problem.

Stress has physical and emotional effects that can create positive or negative feelings (Violanti, 1992). As a positive feeling, stress can compel individuals to action. In a negative context, it can result in feelings of distrust, rejection, anger, and depression, which in turn can lead to health problems such as headaches, upset stomachs, rashes, insomnia, ulcers, high blood pressure, heart disease, and stroke (Turner, 1994). Returning to the home country from a position overseas, a job promotion, reduction in workforce which increases employee responsibilities, and increased workload, individuals experience stress as they readjust their work-related lives (Walters, 1995). Stress can either help or hinder adjustment to altered circumstances, depending on an individual's reaction to it.

Sources of stress on the job, both real and perceived, are many. They can be divided into major types: Psychological (attitude, personality, and self-esteem); Physical (change in environment, drugs and/or chemicals); Role (role conflict and/or ambiguity); Sociological (political, economic, ethnic, and cultural background); and Biomechanical Stressors (job site design flaws, such as carpal tunnel syndrome, caused from repetitive movements) (Sime, 1996). Repatriation involves psychological and sociological sources of stress that can influence physiological well being.

Deary, Blenkin, Agius, Endler, Zealley, and Wood (1996) concluded from their findings that the reporting of feelings of stress as a result of negative appraisals of organizational change acted as a mediating variable between negative affectivity dispositions and reported level of general job stress in the study sample. The researchers

created an index of job-related stress; derived from analysis of 25 items in a questionnaire developed for the present project. They called the test instrument the Specialist Doctors Stress Inventory (SDSI).

Finn (1997) reported the results of a portion of a large-scale study conducted by the National Institute of Justice (NIJ) of programs devoted to reducing police officer stress. Interviewees consisted of nearly 100 stress-management program directors, law enforcement administrators, mental health providers, union and association officials, officers and their families, and civilians. Respondents agreed that the negative effects of stress on individual officers typically harm agencies as well as officers. The results of this investigation indicated that cumulative effects of stress among officers in a department can lead to the following: impaired officer performance and reduced productivity; reduced morale; public relations problems; labor-management friction; civil suits stemming from stress-related shortcomings in personnel performance; and tardiness and absenteeism. These effects, in turn, lead to increased turnover due to leaves of absence and early retirements because of stress-related problems and disabilities; and added expenses of training, hiring new recruits, and overtime when the agency is left short-staffed as a result of turnover.

When the realities of an overseas position do not meet the expectations of managers, they may experience a great deal of stress. The coping strategies the manager has used in different contexts may be ineffective in dealing with the trauma involved with relocating to a foreign position. Similarly, repatriation is both a psychological and sociological source of stress. This stress could manifest itself as disillusionment with the position and the company. The literature suggests that mechanisms such as an

orientation/training program that tend to reduce the stress of repatriates will produce a higher degree of job satisfaction and a resultant lower rate of turnover.

Repatriation

Repatriation is a process undertaken by corporate employees returning home to the United States following a long-term appointment overseas. The issue of repatriation and the understanding of the process have become a looming issue to many companies who place employees outside this country's borders. According to an October 2000 survey of major U.S. corporations that select top employees for overseas assignments, less than 35 percent state that their company effectively manages repatriation, while 67 percent state the process needs improvement (Houston & Risi, 2000).

Issues Surrounding Repatriation

Employees and their families prepare for an overseas assignment with the knowledge that they will probably encounter unfamiliar situations that are related to the foreign culture. When they return, however, employees and their families do not have the expectation that they will face new situations after repatriation. They are often unprepared for this unexpected encounter with the familiar, which takes many families by surprise (Grove & Hallowell, 1997). This phenomenon associated with repatriation is termed reverse culture shock, and has been the subject of research efforts directed toward learning how to reduce this shock in order to maintain the employee on the corporate roster. Significant management research has been directed toward repatriation in the last ten years (Black & Gregersen, 1991; Brewster, 1991; Tung, 1988). These studies have delineated multiple issues that face expatriates as they return home,

including the loss of commitment to a parent company after repatriation as well as the loss of connection to the previous work-group that changed during the time of the overseas assignment. Repatriated employees are also faced with a behavioral adjustment to effectively meld into a former situation that may not provide the desired recognition or added responsibility that the employee expects after returning from the placement abroad.

Gregersen's (1992) study of U.S. expatriates found that a significant investment of time in international assignments decreased commitment to a parent company after repatriation. Rejoining the parent company poses opportunities and frustrations to expatriates. In order to minimize the impact to both the employee and family while providing helpful insight into the expected process, there are guidelines available to assist involved individuals (Grove & Hollowell, 1997).

The Corporate Perspective

KMPG LLP, a large accounting, tax and consulting firm, is in the process of collecting data on the repatriation process and the company experience through Web-based surveys of the nation's top Fortune 1000 companies. In conjunction with the College of Business Administration at the University of Houston, Texas, this ongoing survey presents findings germane to this current literature review. Thus far, the surveys have found that the responding companies do not manage the repatriation process well. According to the results, the companies never capitalize on the return on their investment of their human capital in the form of expatriates (Grove & Hollowell, 1997).

The survey further indicated that the companies seemed to be unaware of the importance of strategic planning surrounding the repatriation process. This was causally due to the repatriated employees' often-unrealistic expectations about their career opportunities and the extent to which their experience would be valued once they returned home. Furthermore, in the tight labor market, if a company does not appropriately plan for repatriation and make the employee feel valued and welcomed, there is a very high probability that the employee will defect to a competitor. The new employer will then gain the benefit of the employee's international experience without having to foot the training bill (Grove & Hallowell, 1997).

Adding fuel to the fire, the KMPG survey also uncovered that only 25 percent of responding companies set goals for assignees in a formal, detailed and carefully tracked manner. Thus, this factor also seems to play a role in the adjustment failure of many returning from overseas assignments. The lack of a realistic approach by the returnees coupled with the lack of appropriate corporate plans has created a clash of expectations between the companies and their employees.

Although the repatriation process was clearly not a priority to companies responding to the KMPG survey, creating international assignment programs that are flexible and adaptable to business needs ranked top among the list, with 58 percent of the responding companies citing this area as their number one strategic planning goal.

The Company Responsibility

Corporations need to take responsibility to assist the efforts of returning employees to rejoin their former company division. Families of these employees also

need to be involved in preparing for the homecoming (Harvey, 1989). Consulting Group Grove and Hallowell (1997) provides helpful suggestions for the companies involved in this process. They include:

1. Prepare, prior to the return of the employee, for the unexpected adjustment hurdles that are known to affect returnees.
2. Expect to deal with the issues common to returning employees, spouses, teenagers, and children.
3. Rapidly assist employees to regain their usual levels of professional effectiveness on behalf of the firm.
4. Participate in the creation of a personal/family action plan for seizing the opportunities of repatriation.

Research findings on the repatriation process have also studied compensation issues. While living overseas, most expatriates receive significant financial compensation to offset a higher cost of living and higher expense due to the international assignment (Adler, 1993). When returning home, expatriates usually expect a parent firm to provide sufficient financial compensation and support in acknowledgement of the additional costs of international transfers (Oddou & Mendenhall, 1991). However, financial compensations appears to be a separate issue, since it tends to fall below the repatriates expectations and thus serves as another thorn in the side of a disgruntled employee (Grove & Hallowell, 1997).

Along with basic compensation, expatriates often come home expecting a firm to highly value their international experience and recognize the extensive sacrifices they made to complete an international assignment (Brewster, 1991). Research on U.S.

expatriates, however, indicates that they often return to domestic organizations in which international experience is considered a liability, not an asset (Oddou & Mendenhall, 1991). Hence, to the extent repatriated employees perceive that a parent company does not value their international experience, employees are likely to reciprocate with lower commitment to the organization. Conversely, to the extent that the firm is perceived as valuing international experience, repatriated managers are likely to exhibit higher organizational commitment (Gregersen, 1992). It becomes clear that the ideals of corporate commitment run throughout the analysis of repatriation.

Companies that value international experience will most likely make a concerted effort to adequately prepare their repatriated managers for the transition back into the home division. In turn, employees who are adequately prepared may understand that their company values their international experience. Therefore, they may be more highly committed to the organization. It is expected that the outcome of this study will support this proposition by demonstrating a correlation between the perceived value to the organization of the overseas assignment and continued employee commitment.

Job Satisfaction and Orientation for Expatriate or Repatriate

One of the factors frequently cited as a positive influence on the job satisfaction of expatriate and repatriated managers is an orientation program that prepares employees and their families for both expatriate managerial responsibilities and repatriation (Stening & Hammer, 1992). This implies that a comprehensive orientation is associated with higher levels of job satisfaction among managers. It also indicates that

higher levels of job satisfaction among these individuals are associated with lower levels of turnover among such personnel.

An important characteristic of orientation training is that such training, when designed for effectiveness, provides participants with the information necessary to preclude the development of dissatisfaction with various aspects of either an overseas assignment or an assignment subsequent to repatriation (Naumann, 1993b). Naumann (1993a) examined organizational predictors of job satisfaction among expatriates. He tested hypothesized relationships between job satisfaction and six job/task characteristics and three organizational characteristics. The study found that role ambiguity, skill variety, task identity, task significance, pay, and participation exerted the most significant influences on perceptions of job satisfaction, and that the adverse effects of each of these factors could be muted through participation in effective orientation training.

The "Pay Satisfaction Model" has been applied widely in the measurement of job satisfaction (Lawler, 1981). Heneman (1985) later modified the model. Both the basic and revised models are based on the concept that discrepancies in employees' perceptions of amounts that should be received and perceptions of amounts that are received will be major determinants of pay satisfaction. The pay satisfaction model measures both pay outcome satisfaction and pay process satisfaction (Brown & Huber, 1992). The determinants of pay satisfaction include demographic variables, perception variables, and pay variables. Brown and Huber (1992) measured employee satisfaction in relation to an earnings-at-risk plan through an application of the pay satisfaction model. The important findings of the study were that job satisfaction is affected negatively by

the loss of pay stability, and that the negative effects on job satisfaction are stronger in relation to pay outcome than to pay process. Naumann (1993b) found that pay was a major source of dissatisfaction among expatriate managers. Orientation training is an effective means to provide the information necessary to defuse this issue. It is expected that the data developed from this study will support the position that pay dissatisfaction among repatriated managers decreases when an organization provides appropriate orientation training.

Jaworski and Kohli (1991) tested a model of job satisfaction that assessed the effect of role clarity on perceived satisfaction. The finding was that the output component of role clarity did not significantly influence perceptions of satisfaction, but that the behavioral component of role clarity did have a statistically significant effect on perceptions of satisfaction. The preponderance of evidence in the literature appears to support a conclusion that performance is the antecedent of job satisfaction (Brown & Peterson, 1993).

The relationship between job satisfaction and the comprehensiveness of orientation training is associated directly with the comprehensiveness of such training with respect to both societal and organizational factors that may be expected to induce stress in an expatriate manager or in a repatriated manager (Mendenhall & Oddou, 1985). A comprehensive orientation program can moderate the stressor experiences of such personnel.

Research has consistently found that there is a strong correlation between propensity to leave an organization and job satisfaction. "Propensity to leave," in this instance, is defined as an intention that precedes actual turnover (Johnson,

Parasauraman, Furtell, & Black, 1990; Tett & Meyer, 1993). Lack of job satisfaction is generally perceived as an antecedent to a propensity to leave an organization (Brown & Peterson, 1993; Vandenberg & Lance, 1992).

Literature Review Summary

The purpose of the review of literature is to identify existing research related to the major dependent and independent variables of the current study. The data provided by the literature leads to the development of a model in which both training programs and demographics are factors that can be viewed as independent variables. These variables control the dependent variable of job satisfaction, which in turn is related to the outcome of repatriated managers remaining with their firm or seeking employment elsewhere.

The initial section of the literature review focused on defining the parameters of the job satisfaction dependent variable and related theories to provide a theoretical foundation that included a concise definition as well as the constituent elements of the concept. Many studies discussed in the literature review explored the relationship between job satisfaction and turnover among expatriate managers and repatriated managers. While these studies establish a correlation between job satisfaction and turnover, they do not adequately explore the factors that influence job satisfaction in the context of repatriated managers such as demographics and the content of an orientation/training program.

Employee morale and job-related stress were the focus of the next sections of the literature review. The term “good morale”, as used in the present study, is synonymous

with job satisfaction and is considered a key dependent variable in an organization's human resources effectiveness. It ranks high on the list with turnover, productivity, and absenteeism as important indicators of how effectively an organization is conducting its business. As a result, independent variables such as orientation/training programs and demographics that impact morale are simultaneously impacting the dependent variable of job satisfaction. The literature review revealed that most stress theories conceptualize stressors as negative factors in the environment, chronic strains, or life events that have the potential to cause stress. Research has identified numerous stressors in the workplace, including job dissatisfaction, frustrated ideals, interpersonal conflicts, and emotional anxiety. Again, it appears that morale and stress significantly influence job satisfaction. In the context of repatriated managers, any factor that tends to reduce perceived negative stress would be beneficial to improvements in job satisfaction and reduction in turnover. The literature remains unclear, however, as to the degree that training programs and demographics affect both positive and negative stress levels that contribute to job satisfaction. For example, it is theoretically possible that an orientation/training program for repatriated managers could be so poorly conceived and executed that it actually contributes to stress rather than reducing it.

Issues of repatriation in general were presented next in the literature review, with particular attention to the relationship between job satisfaction and orientation/training programs. Studies indicate that there is a correlation between job satisfaction for repatriated managers and both the existence of an orientation/training program and the content or quality of such programs. The relationship is important and needs further exploration and research, especially with respect to the inclusion of family members in

the training process. The inclusion of a family component in pre-departure orientation or the manager taking advantage of the program itself develops stronger commitment on the part of the manager through the process of education. In addition, the existing literature does not clearly assess the impact of demographic factors on the outcome of training programs.

The review has provided a foundation for the present study by suggesting a theoretical model in which both orientation/training programs and demographics are contributing factors to job satisfaction, a key element in repatriated manager turnover rate. The literature review has also created a framework in which the study results will be related to existing studies in the data analysis and conclusion. Before this can be achieved, however, it is first necessary to explain the methodology that will be employed to collect and analyze the data.

CHAPTER 3 METHODOLOGY

Introduction

As previously noted, the purpose of the study is twofold: (1) to identify the impact of training/orientation programs on the problem of job dissatisfaction among repatriated managers, and (2) to identify policies that, if implemented, may assist in finding a solution to the turnover rate of repatriated managers.

The methods used in this study are both quantitative and qualitative since the major purpose of the study was to statistically test the impact of training/orientation and family support programs for repatriated managers employed in multinational corporations on job dissatisfaction levels, the method used to compare results is pattern matching of the sample groups of the study. The study also involved dissemination of a survey questionnaire instrument to the sample population.

Quantitative research data were collected from items on the survey for the variable job satisfaction. Comparisons were made between repatriated managers in organizations that have training/orientation programs and those that do not. Qualitative data were collected from open-ended questionnaires on the survey for opinions on company policy regarding the repatriation process. A content analysis was undertaken..

Design/Mixed Methodology

Regression Model

A model - that is, a representation of a system that is developed to evaluate some aspect or aspects of that system - was developed to provide a better understanding of

the factors influencing repatriation. It is important to note that a model it is not an explanation; rather, it "... represents phenomena through the use of analogy [and]... is a representation of a system that is constructed to study some aspect of that system....a model's role is representation" (Cooper & Schindler, 1998, p. 48).

Descriptive graphic models are developed to communicate and explain the flow of variables (Kerlinger, 1986). The descriptive graphic model in the present analysis consists of several variables and a set of relationships among them. The components specify linkages between a dependent variable and its determinates. Consider the following example for the present investigation variables:

Job Satisfaction = - 0.04 age, + 0.44 education, - 0.14 years of employment, -1.29 marital status, + 0.38 assignment duration, - 0.18 region, - 0.27 other foreign assignment, - 1.20 expect advancement on return, - 0.44 job function change on return, + 0.50 responsibility change on return, - 0.06 time since repatriation, - 2.16 repatriation program offered, + 2.47 participated in repatriation program, + 0.63 family participated in support program, + 2.72 pre-depart program offered.

By grouping the regression model with variable categories, the formula is expressed as follows:

$$JS_i = RO_i + D_i + CR_i$$

Where JS = Job satisfaction,

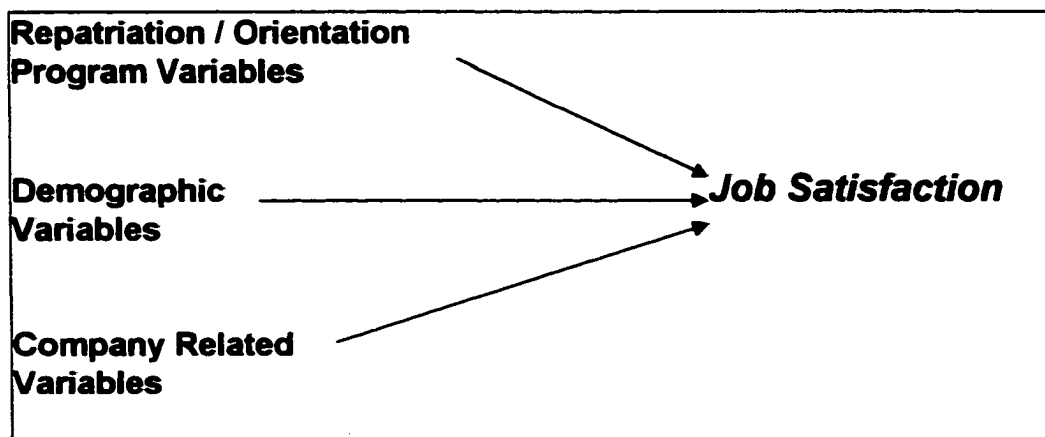
RO = Repatriation/Orientation Programs,

D = Demographic variables, and

CR = Company Related variables

The model can also be expressed in graphic form. This is provided below and graphically shows the relationship of the variables to the major factor, Job Satisfaction.

Figure 3.1. Model of Job Satisfaction



Hypotheses

For the purpose of the quantitative statistical analysis, the research questions, as presented in the first chapter, are translated into null hypotheses. According to statistical authorities, the null hypothesis states that all the means are equal (Babbie, 1990; Chronbach, 1990; Isaac & Michael, 1995). If statistical computations provide values that are significantly different, then the null form of the hypothesis is rejected and its alternative form is accepted (Zikmund, 1991). The null hypotheses in this study are as follows.

H₁₀: There are no differences in job satisfaction levels among repatriated managers in organizations that include training/orientation and family support programs

and repatriated managers in organizations that do not provide such programs.

H2₀: There are no differences in job satisfaction levels among repatriated managers in organizations that do or do not include training/orientation and family support programs in terms of gender, age, marital status and education.

H3₀: There are no differences in job satisfaction levels among repatriated managers in organizations in terms of the duration and region of their assignment, other foreign assignments, the time elapsed since their return, and the expectation of advancement, job function change, and responsibility change upon their return.

For the purposes of the qualitative analysis, open-ended questions are provided in the questionnaire. Content analysis is used to analyze the responses.

Sampling Strategy

A sample of multinational corporations that assign domestic managers to expatriate positions and subsequently repatriate those employees for reassignment to domestic positions has been selected from business directories and a search on the Internet. It was anticipated that the corporate sample would consist of approximately 20 organizations that have agreed to participate in the study and that each would provide repatriated managerial respondents. It was believed that a sample of between 50 -100 respondents would be obtained from these organizations. If this number cannot be reached, more companies will be selected from business directories and a search on the

Internet until a minimum of 50 individuals participate in the study.

For each participating corporation, a determination was made in relation to the following variable: the extent to which support is provided by an organization for repatriated managers in the form of training/orientation programs and family support programs. Measures of this factor, as identified in the first section of the questionnaire, as well as gender, age, and years of employment with the company (also operationally identified in the first section of the survey) serve as the independent variables in the testing of the hypotheses. The dependent variable in each of the hypothesis is the measure of job satisfaction among repatriated managers at the participating corporations.

Data Collection

As previously noted, the targeted sample population of the study consisted of repatriated managers employed by large companies in the United States. A phone call was first made to the human resource department at each identified corporation asking for participation. At that time the purpose of the study was explained and the views of their repatriated managers were requested. Those who agree to participate in the survey received a letter again explaining the purpose of the study. They also received 20 packets that included a cover letter, questionnaire, and a stamped, self-addressed envelope for completed forms to be returned.

The cover letter of the questionnaire explains that this researcher is completing a thesis for a graduate level degree and the topic of the study pertained to the relationship between of training/orientation programs for repatriated managers and levels of job

satisfaction. The cover letter states that the results of the study would assist in a better understanding of those factors that influence successful repatriation and, most of all, it would help to provide suggestions and insight to address repatriation issues as related to job satisfaction. Each repatriate was asked to become a participant in the study by returning a completed questionnaire in the enclosed self-addressed stamped envelope.

Thus, a sample of multinational corporations that assigned domestic managers to expatriate positions and repatriated those employees for reassignment to domestic positions were selected from business directories and a search on the Internet. Further contact identified a sample of potential respondents. Those managers who agreed to participate in the survey received 20 packets each of which included a cover letter and questionnaire. From these, 63 returned completed surveys and thus became subjects of the present study.

Variables

The dependent variable of the study is job satisfaction. Responses to the first section of the Job Satisfaction Questionnaire, the *Job In General Scale* of the *Job Descriptive Index* (the JDI, described below), measure this variable.

A number of independent variables are also contained in the study. One of these is program or no program - that is, attending a training or orientation program and not attending a training or orientation program. This factor is determined by the response to items 7 and 8 in Part 2 (Demographic Information) in the Job In General Scale (see Appendix).

Other independent variables include, gender, age, educational level attained, ethnicity, years of employment with the company. These are measured by responses to items 2 through 6 in Part 2 of the Job In General Scale.

Survey Instrument

The survey instrument of the study that was administered to the sample of repatriated managers, the Job Satisfaction Questionnaire, is divided into three sections (see the appendix). The first section is comprised of the *Job In General Scale* of the *Job Descriptive Index* (JDI). Responses to this portion of the survey measure the dependent variable, job satisfaction. The reliability and validity of this instrument have been established by the developers of the instrument (Department of Psychology, 1985).

The *Job In General Scale* asks respondents to assess their job in the context of 18 separate descriptors. The “jobs in general” component was added to the JDI to provide a quantitative measure of job satisfaction (Department of Psychology, 1985). A maximum score of 36 is possible. The lowest possible score is 0. Copies of the Job Satisfaction Questionnaire and the scoring key for the first section of the instrument are included in the appendix.

The second section of the instrument collected demographic data from the respondents. It included such variables as job position, gender, age, ethnicity, educational level, and number of years employed by the company. It also asked respondents about company programs for repatriation. In addition it collected data on responsibilities and functional levels before and after repatriation.

The third section of the instrument consisted of three open-ended questions that

collect qualitative information. The first asked for views regarding what more could have been done upon the respondent's return. The second asked if company policies should be changed or added that would help repatriated managers feel higher levels of job satisfaction upon their return. The third and final open-ended question solicited additional comments about factors that may not have been included in the survey, but influenced job satisfaction, morale, and motivation.

Data Analysis

The completed questionnaires are divided into two groups: those who participated in a repatriation training or orientation program and those who did not. In this way, it was determined if the level of job satisfaction was or was not influenced by a training or orientation program. Comparisons were also made between those who had similar responsibilities and levels of functions and those who did not.

Hypotheses are tested in the following chapter through multiple regression analysis and analysis of variance (ANOVA) procedures to the appropriate data sets. The influence of the regression model variables $[JS_i = (RO_i + D_i + CR_i)]$ are examined. The criterion for the rejection of the null hypotheses is be a determination of statistical significance at the $p < .05$ level of probability.

Regression, as explained by Zikmund (1991), is a statistical tool that is used "for measuring the linear association between a dependent and independent variable...[It] attempts to predict the values of a continuous dependent variables from the specific values of the independent variable" (p. 541). Multiple regression, on the other hand, looks at the effects of more than one independent variable (Babbie, 1998).

Because the study was examining the effects of more than one independent variable, multiple regression was the logical choice.

The open ended questions are subjected to content analysis which may be applied to virtually any form of communication (Patton, 1987). Sometimes it deals with the systematic examination of current records or documents as sources of data. Sources for the present analysis were derived from responses to questionnaire items. An important step in analyzing content is to determine the unit of analysis. Units can be determined by identifying key variables in the investigation and then developing operational definitions. In general, content analysis is essentially a coding operation (Reissman, 1993). Methods of coding or classification differ, however, depending upon the conceptual framework. Novels may be coded as romantic or not romantic, whereas paintings might be coded as representational, and editorials as liberal or conservative. Methods also depend upon the extent of emphasis or omission of emphasis on any analytical category. Comments, for example, might be investigated with regard to the use of words, themes, characteristics, or space and time relationships.

There are two important approaches to content analysis – investigating manifest content and examining latent content. Coding the manifest content – that is, the visible, surface content – of a communication more closely approximates the use of a standardized questionnaire (Reissman, 1993). That was the method chosen by the present analysis. The use of a theme or word and how frequently it appeared has the advantage of ease and reliability in coding and of letting the reader know precisely how the themes were measured (Patton, 1987). Whereas coding the latent content refers to

its underlying meaning. This involves reading the entire response and making an assessment which would be influenced by the appearance and frequency of certain words. Analysis would not depend on the frequency that words appeared. But the purpose of the present analysis was not to examine the underlying meaning, so it was not the most logical choice.

CHAPTER 4: DATA ANALYSIS AND RESULTS

Introduction

This chapter presents the results of the data collected from the survey questionnaire described in Chapter 3. The results are contained in four sections. The first section describes the sampling frame and survey timetable. The next details the demographics of the sample population and other sample descriptive statistics. The third section provides an analysis of the data. Included in this section are explanations of the regression model findings and the results of the hypotheses tests. The final section focuses on presenting and analyzing responses to the open-ended questions.

Sampling Frame and Survey Timetable

The sampling frame for the study consisted of repatriated managers who were employed by large companies in the United States. Companies were selected from a list of Fortune 1000 companies. The number on the list was narrowed to 500 organizations with overseas operations. Of these, 200 agreed to participate. From the 200 companies, 63 study participants were obtained.

The first contact with each identified corporation was a telephone call placed to the human resource department, requesting the company's participation. At that time the purpose of the study was explained and a request was made for the views of their repatriated managers. Those companies that agreed to participate in the survey also received a letter that again explained the purpose of the study. In addition, participating companies received 20 packets. Each included a cover letter, questionnaire, and a

stamped, self-addressed envelope for the completed form to be returned. Respondents were assured of anonymity by being asked not to sign the form.

Data for the investigation were gathered through the administration of a survey questionnaire. The first mailing occurred on August 15, 2001 with two follow-up mailings to non-respondents on September 16 and 28, 2001, respectively. Data collection was closed as of January 1, 2002. Of the total sent to corporations, 63 completed surveys were received. It is inappropriate to have a concept of response rate because of the survey distribution procedures. Each participating company received 20 packets to distribute and there is no record of how many each corporation passed out to their executives. Therefore, it is difficult to determine the response rate. These 63 respondents thus became the study's sample.

Sample Demographics

As noted above, the sample consisted of 63 respondents from 200 multinational organizations. For ease of data presentation, descriptive statistics are provided for the following two groups: those that were offered a repatriation program and those who were not. Each group was, on average, about 41 years of age, male, Caucasian, had been employed with their current firm between 7 and 9 years, held a Bachelor's degree, and had been assigned for about three years. Also, each group had returned back to the United States approximately two years ago.

The descriptive statistics for the independent variables of the analysis have been split into two groups: ordinal variables and categorical variables. The ordinal group consists of age, years employed, duration of foreign assignment, and time since last

repatriation. The categorical group includes gender, ethnicity, education, marital status, last assignment region, and whether a pre-departure program was offered or whether the manager took advantage of the program. Tables on the following pages in this chapter show statistics for three groups:

- a) those who were offered a repatriation program;
- b) those who were not offered a repatriation program; and
- c) the total sample.

Percents and counts are reported for the categorical variables of gender, ethnicity, education, marital status, geographic region of assignment, and whether a pre-departure program was offered or whether the manager took advantage of the program. Means and standard deviations are reported for the quantitative variables age, years employed, duration of assignment, and time since last repatriation. For the categorical variables, chi-square tests were conducted at the 5% level to determine if there were statistical differences between those who were offered repatriation programs and those who were not. For the quantitative variables, ANOVAs were computed to determine if there were statistical differences between those who were offered repatriation programs and those who were not.

Below, Table 4.1 presents information for the categorical variables. Percents are provided for the categorical variables by repatriation program. As indicated, there was no significant difference by gender. As previously noted in the profile of the average respondent, both groups were primarily male (98 percent). Only one female participated (2 percent). The Chi-square value of 0.35 was not significant.

Table 4.1

Percents for the Categorical Variables by Repatriation Program Offered

Variable	<u>Yes</u> ^a	<u>No</u>	<u>Total</u>	Variable	<u>Yes</u>	<u>No</u>	<u>Total</u>
<u>Gender</u>				<u>Ethnicity</u>			
Female	0(0) ^b	1(2)	1(2)	White	16(100)	44(96)	60(97)
Male	16(100)	46(98)	62(98)	Hispanic	0(0)	2(4)	2(3)
<u>Education</u>				<u>Marital Status</u>			
Bachelor	9(56)	28(60)	37(59)	Single	2(13)	7(15)	9(14)
Graduate	7(44)	19(40)	26(41)	Married	14(87)	40(85)	54(86)
<u>Region Assigned</u>				<u>Pre-departure Program Offered</u>			
Asian	14(88)	34(72)	48(76)	No	0(0)	9(19)	9(14)
Europe	1(6)	3(7)	4(6)	Yes	16(100)	38(81)	54(86)
So/Cent Am	1(6)	10(21)	11(18)				

^a"yes" = repatriation program was offered, "no" = no repatriation program was offered

^bvalues in the parenthesis represent n(%)

In addition, there was no significant difference for ethnicity. A Chi-square value of 0.72 resulted. The composition of both groups was primarily Caucasian (97 percent). Only two Hispanic individuals participated (3 percent of the total sample).

The same was true for education. No significant differences were found as indicated by a Chi-square of 0.05 ($p > .05$). Between 55 and 60 percent of both groups held a Bachelor's degree. Specifically, 37 (59 percent) of the sample held a Bachelor's degree while 26 (41 percent) were at the graduate level. Similar findings resulted for marital status, region assigned, and pre-departure program offered or whether the manager took advantage of the program. The majority of both groups (86 percent) were married (Chi-square = 0.06, $p > .05$). Those who were single comprised 14 percent of the sample.

Also, the majority were assigned to countries in Asia (between 72 and 88 percent resulting in a Chi-square = 1.90, $p > .05$), and were offered pre-departure programs or the manager took advantage of the program (81 and 100 percent). For the last variable, a Chi-square of 3.57 resulted which was not statistically significant ($p > .05$).

Table 4.2 on the following page provides the descriptive statistics for the quantitative variables of the study. An F test was used to determine whether any statistical difference existed for these variables between program and no program. Again, no significant differences were found with respect to repatriation programs offered for the variables of age, years employed, duration of assignment, and time since last repatriation. As indicated in the table, values of $F = 0.01, 3.02, 1.18, \text{ and } 0.52$ resulted, respectively. None of these were found to be significant at the 5% level.

Table 4.2

Descriptive Statistics by Repatriation Program Offered

Variable	<u>Min</u> ^a	<u>Max</u>	<u>M</u>	<u>SD</u>
<u>Age</u>	F = 0.01 (program offered vs. not offered)			
Program offered ^b	32	51	41.6	6.3
No program ^c	31	54	41.7	5.2
<u>Year employed</u>	F = 3.02 (program offered vs. not offered)			
Program offered	4	17	9.1	3.6
No program	1	18	7.1	4.1
<u>Duration of assignment</u>	F = 1.18 (program offered vs. not offered)			
Program offered	1.00	8	3.0	1.5
No program	0.25	4	2.6	1.0
<u>Time since last repatriation</u>	F = 0.52 (program offered vs. not offered)			
Program offered	1	4	1.9	0.9
No program	1	10	2.3	2.0

^aMin refers to minimum number; Max refers to maximum number;
M = Mean Average, SD = standard deviation

^bn = 16

^cn = 47

From this analysis it may be concluded that both groups were, on average about 41 years of age, male, Caucasian, had been employed with their current firm between 7 and 9 years, and held a Bachelor's degree. Also, the average respondent had been assigned for about three years to primarily an Asian region (76.2 percent), and had generally returned back to the United States around two years ago. In addition, the average person was married and had not been offered a pre-departure program or was unable to take advantage of the program. In fact, the majority of respondents (85.7 percent), whether offered a repatriation program or not, had not been offered a pre-departure program by their respective company.

Testing of Hypotheses

This portion of the analysis is divided into two sections. The first presents the analysis of the regression models. The second focuses on presenting the hypotheses and discussing the findings.

Analysis of the Regression Models

The variables of the study were grouped into three categories. These included demographic, company related, and training/orientation related variables. A full model containing all factors in the respective category was tested for each category to determine which of the variables significantly contributed to predicting job satisfaction. The first full model involved the demographic variables. The second full model involved the significant demographic variables plus the company related factors. The third full model involved the significant demographic and company related factors in addition to the training/orientation

variables. Once the significant variables were determined for each category, a final model was constructed using only those variables that were significant in explaining the variation in job satisfaction.

Model 1

In the first model, job satisfaction was regressed on the demographic variables. Two of these, age and years of employment, were continuous variables. The other demographic variables included gender, ethnicity, marital status, and education, and were ordinally measured.

Female gender representation was lacking and both ethnic groups in the sample had insufficient numbers to be used in the analysis (see Table 2). Only one female and two Hispanics responded. However, there was sufficient variation in marital status and education to be included in the analysis. Marital status was coded as 0 = single and 1 = married. Education was coded 0 = Bachelor's degree and 1 = graduate level degree.

Table 4.3 on the following page presents the results of the first regression. To help understand this table, the B column displays the estimated coefficient for each variable, and the SE B represents the standard error for the B coefficient, that is, the measure of the variability in the coefficient estimate. The β represents "beta", the standardized coefficient. It is the coefficient for the variable if the variables were measured in z scores (or standardized) which would allow for the comparison of the size of the Betas from one variable to another. The larger the Beta, the more it contributes to the prediction of job satisfaction.

Table 4.3

Model 1 – Job Satisfaction Regressed on all the Demographic Variables

Variable	B	SE B	β	t
Constant	16.53	1.88		8.8***
Age	-0.01	0.05	-0.03	0.2
Education	1.10	0.51	0.28	2.1**
Years of Employment	-0.01	0.06	-0.03	0.2
Marital Status	-1.62	0.71	-0.29	2.3**

Note. $R^2 = .17$, adjusted $R^2 = .11$

* $p < .10$ ** $p < .05$ *** $p < .01$

The t-statistics show the significance of each individual variable, and the significant variables are marked with an asterisk. Specifically, variables significant at the 10% level are marked with a single asterisk, variables at the 5% level are marked with two asterisks, and variables significant at the 1% level are marked with three asterisks.

Each table also contains the goodness-of-fit measure R^2 , which is the proportion of the variability in job satisfaction that is explained by the variables in the model. An F value of 2.95 derived which was significant at the .05 level. Thus the F test for whether or not R^2 is significantly different from 0 was significant for this model. The demographic variables did explain some of the variability in job satisfaction. Specifically, they explained 17%, or 11% when the R^2 for sample size is adjusted.

The t-tests indicated that the coefficients for education and marital status were significantly different from 0. Specifically, the coefficient (B) for education was 1.10. This indicated that repatriates who had a value of 1 for education (graduate level degree) generally scored 1.10 points higher than those who repatriates who had a value of 0 for education (Bachelors). Repatriates with higher degrees tended to be more satisfied with their jobs.

The coefficient for marital status was -1.62 . This indicated that the repatriates with marital status of 1 (married) generally scored 1.62 points less than those who had a marital status of 0 (single). Single people tended to be more satisfied with their jobs.

Final model 1 results are presented in Table 4.4 on the following page. This is the final model with the significant demographic variables. The equation for this model is

$$\text{Job sat} = 16.01 + 1.06 * \text{education} - 1.69 * \text{marital status}$$

Table 4.4

**Final Model 1 – Job Satisfaction Regressed on
the Significant Demographic Variables**

Variable	B	SE B	β	t
Constant	16.01	0.64		25.0***
Education	1.06	0.47	0.27	2.6**
Marital Status	-1.69	0.66	-0.31	2.2**

Note. $R^2 = .17$, adjusted $R^2 = .14$

* $p < .10$ ** $p < .05$ *** $p < .01$

Marital status was coded 1 = married and 0 = single. When the value for marital status is 1 and it is multiplied by the negative coefficient for marital status (-1.69), the value for job satisfaction decreases by 1.69 points. In other words married repatriates had less job satisfaction as compared to single repatriates. The t-test for the coefficient was significant.

For education, the coding was 1 = graduate and 0 = Bachelors. When the value for equation is 1 and is multiplied by the positive coefficient for equation (1.06), the value for job satisfaction increases by 1.06 points. In other words, repatriates with graduate degrees were more satisfied with their jobs as compared to those with Bachelor degrees. Again, the t-test for the coefficient was significant.

An F value of 6.03 derived from the analysis. This was significant at the .01 probability level. It may thus be concluded that the F test for whether or not R^2 is significantly different from 0 was significant for this particular model. The factors did explain some of the variability in job satisfaction. Specifically, they explained 17%, or 14% when the R^2 for sample size is adjusted.

Model 2

In the second model, job satisfaction was regressed on the significant demographic and company-related variables. Two of the company-related variables were quantitative - duration of the foreign assignment and the length of time since the repatriation. The other five company variables were categorical. Region was coded 0 = non-Asian and 1 = Asian. Other foreign assignment, expect advancement on return, function change on return, responsibility change on return were all coded 0 = no and 1 = yes.

The full model results are presented in Table 4.5. An F value of 1.90 resulted. This was significant at the .10 level. The F-test indicates that R^2 (.26) was significantly different from 0 at the .10 level. There was an increase in R^2 from .17 in the first full model to .26 in the second full model.

The t-tests indicated that only the coefficient for education was significantly different from 0. Marital status and all company-related variables did not add significantly to the regression model. The coefficient (B) for education was 0.98. This indicated that, when considering the significant demographic and the company variables, repatriates who had a value of 1 for education (graduate level degree) generally scored 0.98 points higher than those who had a value of 0 for education (Bachelors). Repatriates with higher degrees tended to be more satisfied with their jobs.

Because there was significant multicollinearity, a number of different regression models were run to arrive at the final modeling specification. The final model 2 results are presented in Table 4.6. An F value of 5.06 resulted. This was significant at the .01 level. The F-test indicates that R^2 (.21) was significantly different from 0 at the .01 level. The adjusted R^2 value of .17 compares favorably with the adjusted R^2 of .14 obtained from the demographic model. The equation for the final model is:

$$\text{Job sat} = 16.39 + 0.95 * \text{education} - 1.64 * \text{marital status} \\ - 0.78 * \text{expect advancement}$$

All t-tests for the coefficients in this model were significant. With respect to education, a B of 0.95 resulted. This indicated that graduates scored 0.95 higher in job

Table 4.5

Model 2 – Job Satisfaction Regressed on the Significant Demographic Variables and All the Company Related Variables

Variable	B	SE B	β	t
Constant	15.18	1.35		11.3***
Education	0.98	0.52	0.26	1.9*
Marital Status	-1.12	0.76	-0.19	1.5
Duration of assignment	0.36	0.23	0.21	1.6
Region	0.09	0.58	0.02	0.2
Other foreign assignment	-0.53	0.50	-0.14	1.0
Expect advance on return	-0.56	0.51	-0.14	1.1
Job func. change on return	-0.57	1.23	-0.21	0.5
Respons. change on return	0.70	1.14	0.27	0.6
Time since repatriation	-0.25	0.19	-0.19	1.3

Note. $R^2 = .26$, adjusted $R^2 = .12$

*p < .10 **p < .05 ***p < .01

Table 4.6

Final Model 2 – Job Satisfaction Was Regressed on the Significant Demographic Variables and significant Company Related Variable

Variable	B	SE B	β	t
Constant	16.39	0.66		24.9***
Education	0.95	0.47	0.24	2.0**
Marital Status	-1.64	0.65	-0.30	2.5**
Expect advancement on return	-0.78	0.47	-0.20	1.7*

Note. $R^2 = .21$, adjusted $R^2 = .17$

* $p < .10$ ** $p < .05$ *** $p < .01$

satisfaction then repatriates with a Bachelor's degree. For marital status, a B value of -1.64 resulted. Married repatriates scored 1.64 points lower in job satisfaction than single repatriates. A B value of 0.78 resulted for the variable, expect advancement. Those who expected advancement scored .78 points lower in job satisfaction.

Model 3

In the third model, job satisfaction was regressed on demographic variables, company related factors, and the training/orientation program variables. All four training/orientation program variables were categorical. They were coded 0 = no and 1 = yes. The full model results are presented in Table 4.7. An F value of 3.25 resulted. The F-test indicates that R^2 (.30) was significantly different from 0. at the .01 level. The regression model explained about 30% (21% when adjusted for sample size) of the variability in job satisfaction.

The t-test results indicated that when the training/orientation program variables were added to the regression model, only the coefficient (B) of 1.35 for "pre-departure program was offered" was significantly different from 0. This indicated that when considering company and training/orientation variables, repatriates who were offered pre-departure programs (coded 1 = yes) generally scored 1.35 points higher in job satisfaction than those who did not receive pre-departure programs (coded 0 = no).

To arrive at a final modeling specification for model 3, the intercorrelations among the training/orientation variables were closely examined. Interrelationship contingency results and the resulting chi-squared statistics are presented in Table 4.8 and show that there were significant relationships among all the training/orientation variables. For example, all

Table 4.7

**Model 3 – Job Satisfaction Regressed on the Demographic Variables,
Company Related Variables, and Training/Orientation Program Variables**

Variable	B	SE B	β	t
Constant	15.34	1.00		15.4***
Education	0.74	0.48	0.19	1.6
Marital Status	-1.79	0.74	-0.32	2.4**
Expect advance on return	-1.30	0.61	-0.33	2.1**
Repatriation prog was offered	-2.08	2.08	-0.47	1.0
Participated in repatriation prog	2.18	1.46	0.51	1.5
Family participated in support prog	0.90	1.55	0.19	0.6
Pre-departure program was offered	1.35	0.77	0.23	1.7*

Note. $R^2 = .30$, adjusted $R^2 = .21$

*p < .10 **p < .05 ***p < .01

Table 4.8

Results of Chi-Square Tests for Relationships Among the Training Variables

Variable	<u>No</u>		<u>Yes</u>		Chi-Squared Statistic
	N	%	N	%	
Participated in Repatriation Program					
Family Support Program					
No	45	91.8	4	8.2	45.5***
Yes	0	0.0	14	100.0	
Participate in Pre-Departure Program					
No	7	15.6	38	84.4	0.2
Yes	2	11.1	16	88.9	
Participated in Family Support Program					
Offered Repatriation Program					
No	47	100.0	0	0.0	52.8***
Yes	2	12.5	14	87.5	
Participate in Pre-departure Program					
No	9	18.4	0	0.0	3.0*
Yes	40	81.6	14	100.0	
Participated Pre-Departure Program					
Offered Repatriation Program					
No	9	19.1	38	80.8	3.6**
Yes	0	0.0	16	100.0	
*p < .10	**p < .05		***p < .01		

who participated in repatriation programs were offered such programs, and most also participated in family support and pre-departure programs. Since these intercorrelations can cause spurious results in the calculation of the regression coefficients, and since participation in a repatriation program was the main variable of interest, it was selected for use in the final model.

Final model 3 results are provided in Table 4.9. An F value of 4.82 resulted which was significant at the .01 probability level. An R^2 of .25 (adjusted $R^2 = .20$) compared with the second full model value of $R^2 = .21$ (adjusted $R^2 = .17$).

The equation for the final model is:

$$\text{Job sat} = 15.34 + 0.81 * \text{education} - 1.54 * \text{marital status} \\ - 1.39 * \text{expect adv} + 1.13 * \text{participate in repatriation program}$$

All t-tests for the coefficients were significant. Specifically a value of $B = 0.81$ for education meant that graduates scored 0.81 higher in job satisfaction as compared to those with a Bachelor's degree. A value of $B = -1.54$ for marital status meant that married repatriates scored 1.54 points lower in job satisfaction than single repatriates. A value of $B = -1.39$ resulted for "expect advancement." That meant that those who expected advancement scored 1.39 points lower in job satisfaction.

Finally, a coefficient value of $B = 1.13$ resulted for "participated in repatriation programs." This meant that those who participated in repatriation programs scored 1.13 points higher in job satisfaction.

Table 4.9

Final Model 3 – Job Satisfaction Was Regressed on the Significant Demographic, Company, and Training Variables

Variable	B	SEB	β	t
Constant	16.28	0.65		25.1***
Education	0.81	0.47	0.20	1.7*
Marital Status	-1.54	0.64	-0.27	2.4**
Expect advance on return	-1.39	0.56	-0.35	2.5**
Participated in repatriation Program	1.13	0.60	-0.26	1.9*

Note. $R^2 = .25$, adjusted $R^2 = .20$

* $p < .10$

** $p < .05$

*** $p < .01$

Analysis of the Hypotheses

The three hypotheses guiding this study are stated separately. This is followed by a discussion of findings and testing to accept or reject the null form of the hypothesis.

H1₀: There is no difference in job satisfaction between repatriated managers who participated in repatriation programs and those who did not participate in repatriation programs.

This hypothesis can be rejected with confidence based on the results of the regression analyses. In model 3 the coefficient for “participated in repatriation programs” was significantly different from 0. It may be concluded that there was a relationship between whether or not repatriates participated in a repatriation program and job satisfaction. Those who had participated in repatriation programs had higher job satisfaction.

In addition, both groups scored an average of about 15 of the possible 36 points on the job satisfaction scale (see Table 4.10). This represented 42% of the total possible points for job satisfaction. From this finding it would appear that neither group was very satisfied with their job. This finding supports the responses to the open-ended questions. From the tone of their response, most suffered a “let-down” upon their return to their home office in the United States.

H2₀: There are no differences in job satisfaction levels among repatriated managers in terms of gender, age, marital status and education.

This hypothesis cannot be rejected with respect to gender and age. However, education and marital status were significant in the regression models. Repatriates who

Table 4.10

Descriptives Job Satisfaction by Participated in Repatriation Program

Offered Program	<u>n</u>	<u>Min</u>	<u>Max</u>	<u>Mean</u>	<u>SD</u>
No	44	9	20	15.0	2.0
Yes	18	13	20	15.3	1.8

held graduate level degrees had more job satisfaction than those who held Bachelor's degrees. The repatriates who were single had more job satisfaction than those who were married.

H3₀: There are no differences in job satisfaction levels among repatriated managers in organizations in terms of the duration and region of their assignment, other foreign assignments, the time elapsed since their return, and the expectation of advancement, job function change, and responsibility change upon their return.

The hypothesis also cannot be rejected with respect to all but one of the company related variables. However, the factor "expect advancement" was significant. Those who expected advancement on their return had less job satisfaction.

Analysis Summary

The finding for the first hypothesis supports responses to the open-ended questions. It was quite clear, from the tone of the open-ended responses, that most participants suffered a "let-down" upon their return to the United States. Both groups - those who were provided with repatriation programs as well as those who were not - were not satisfied upon their return. However, those who participated in repatriation programs were slightly more satisfied (1.13 points on the Job Satisfaction Scale) than those that did not, suggesting the importance of these programs.

As previously mentioned, the purpose of the second and third hypotheses was to determine if the demographic and company-related variables moderated the relationship between job satisfaction and repatriation programs. Analysis of the regression models suggests that several of these variables do moderate the relationship; specifically,

education, marital status, and whether the employee expected advancement on their return, were all significant determinants of job satisfaction.

Content Analysis of Responses to Open-Ended Questions

Overview of Method

Three open-ended questions were included in the questionnaire to collect subjective commentaries from respondents regarding their overall perceptions of the adjustment required during the repatriation process. These questions also solicited information about the general attitude of the organization toward the process and the employee.

As previously noted, corporations conducting foreign operations require an effective means of predicting both the success potential of personnel assigned expatriate managerial responsibilities and the success potential of those personnel when they are repatriated. The literature indicated that success is a function of the level of job satisfaction and that a number of factors influence that level (Banai & Reisel, 1993). However, it is also important to identify which factors most contribute to the level of job satisfaction or dissatisfaction among expatriate and repatriated managers (in terms of both task and organizational characteristics).

The open-ended questions included in the survey were thus designed to help with this determination. Each is restated below, followed by a content analysis of responses. It is important to explain that the data generated by these questions was analyzed by looking for themes. Factors and keywords identified by the respondents were grouped into categories.

First Open-Ended Question Responses

The first open-ended question asked for views regarding what specific things the respondent's company did that helped the participant in the repatriation process.

Responses were separated into two groups. The first related to those who were provided with a repatriation program; the second related to those who were not. Results are provided in Table 4.11 on the following page. Findings are presented in sequential order, ranging from most selected to least selected.

It is important to point out that some responses contained more than one identified factor. For this reason they were thus separated - that is, because they fell into multiple categories. As a result, the sample's responses will not add up to the number of respondents who participated in the survey. As indicated, a significant number in both groups did not receive any help or very little. Of those who were provided with a program, however, 12 (19 percent) believed their companies' efforts to meet their needs were good. Still, that only represents less than one-fifth of the total sample population. For the total group, specific areas addressed by companies were placed in general categories. These were loosely grouped as follows (in sequential order):

- Financial 17
- Whole process 16
- Other (housing) 8
- Career counseling/orientation 8
- Other (packing/ship/travel) 6

Table 4.11

Content Analysis of First Open-Ended Question

Open-Ended Question 1: What specific things did your company do that helped in the repatriation process?

Both Groups:	<u>N</u>	<u>Percent*</u>
No help	14	22.2
Very little support	12	19.0
Not really anything specific	6	9.5
No answer	5	7.9
No problems	2	3.2
Number Responses	39	61.9

No Repatriation Program

Helped/arranged packing/shipping/traveling	6	12.8
Helped with housing	4	8.5
Relocation/moving/car allowance/expenses	4	8.5
Covered all or helped with expenses/financial support	4	8.5
Helped with whole process	4	8.5
Provided packing/shipping allowance	3	6.4
Helped enroll kids in school	3	6.4
Provided information about changes since leaving	2	4.3
Gave extra bonus upon completion of contract	2	4.3
Provided excellent orientation	2	4.3
Number Responses	34	72.3

*refers to percentage from the total group.

**some people answered more than once.

Table 4.11 (Continued)

Content Analysis of First Open-Ended Question

Open-Ended Question 1: What specific things did your company do that helped in the repatriation process?		
	<u>N</u>	<u>Percent*</u>
Repatriation Program Offered		
Overall program was great - offered help with everything - going/returning (schools, housing, car allowance, etc.)	12	75.0
Helped with housing procurement	4	25.0
Provided reorientation on new company procedures/policies	3	18.7
Helped with things other than packing/shipping allowance	2	12.5
Helped with financial planning	2	12.5
Provided career planning/reentry counseling	1	6.2
Number Responses	24**	150.0

*refers to percentage from the total group.

**some people answered more than once.

Also, several positive statements are worthy of mention. One respondent commented, "They helped me resettle with housing, movers, relocation allowance and other personal matters. Also had an orientation program to catch me up to speed on what was happening in the home office, changes in policy, personnel, operations, etc." Another pointed out that it certainly helped to be aware of the emotions he would experience from the beginning. "Most employees who have served in overseas jobs do not expect there will be any problems upon returning home."

In addition, some interesting and new observations were obtained from the sample. As reported by one respondent, "I had a reentry program that helped me to better deal with reverse culture shock. The program helped me to understand how to get used to the familiar again." Another commented that his company not only helped with the physical transition, but also caught him up to speed with changes in the company's operations.

Second Open-Ended Question Responses

The second open-ended question asked respondents what company policies should be changed or should be added that would help them feel higher levels of job satisfaction upon their return from their overseas assignment. Responses were again separated into two groups: those who were provided with a repatriation program and those who were not.

Results are provided in Table 4.12 on the following page. As indicated, 12 (19 percent) of the total sample of 63 respondents did not have input or did not wish

Table 4.12

Content Analysis of Second Open-Ended Question

Open-Ended Question 2: What company policies should be changed or added that would help you feel more job satisfaction upon return?

	<u>n</u>	<u>Percent</u>
Both Groups:		
Non-Responses	39	19%
<hr/>		
No Program		
Establish career path//advancement	8	17.0*
Company should try to use my new experiences/leverage knowledge/skills attained while on assignment	6	12.8
Provide worthwhile job with autonomy as before	6	12.8
Financial assistance/bonus	6	12.8
More input/decision making on new assignment	4	8.5
Provide more perks/benefits/raise/promotion upon return	4	8.5
More interaction with domestic co-workers to learn about changes	3	6.4
Help with short/long term career planning/path	3	6.4
More advanced notice for the return home	3	6.4
Improve/initiate orientation programs upon return	2	4.3
Provide more time for re-adjustment and tasks	2	4.3
Help with job culture shock - going and returning	2	4.3
More help for family	1	2.1
Number Responses	50**	72.3

*refers to percentage from no repatriation program group

**some people answered more than once

Table 4.12 (Continued)

Content Analysis of Second Open-Ended Question

Open-Ended Question 2: What company policies should be changed or added that would help you feel more job satisfaction upon return?

	<u>N</u>	<u>Percent</u>
Repatriate Program Offered		
More responsibilities upon return	4	25.0*
Provide new foreign opportunities as soon as possible	4	25.0
More money upon return	3	18.7
Orientation to deal with the culture shock	2	12.5
Company should try to benefit from our experiences	2	12.5
More information about home office/new job	2	12.5
Better career path for expatriates	1	6.2
Financial counseling	1	6.2
Number Responses	19**	118.7

*refers to percentage from the repatriate program group.

**some people answered more than once.

To comment regarding what company policies should be changed or added that would help increase their level of job satisfaction. Those who were not provided with a program wanted company policy to address the initiation of career path and retention related policies (8 respondents), especially those related to advancement.

The second most frequently mentioned suggestion provided by the sample population was that the company should try to use the new experiences gained by repatriates and leverage the new knowledge and skill set attained while on assignment. Those in companies without programs wanted the company to provide worthwhile jobs with the same level of autonomy and responsibilities as before with equal frequency (a total of 6 responses).

Those who were provided with a program, however, shared a similar concern with those who were not. They also wanted the same, if not more, responsibilities and an increased level of autonomy upon return. For this group, however, they wanted to be provided with new foreign opportunities as soon as possible. This indirectly indicated dissatisfaction with the returning job as well as the standard of living.

A number of negative comments were provided by participants in response to this questionnaire item. One said that the company should put return contract terms in writing because what was verbally stated was not what happened in reality. Another said that he should have just changed companies. Interestingly, two respondents actually believed that their company should offer help in adjusting to a lower standard of living upon return because of the significant difference between the overseas and home community living standards.

Again, several interesting comments are worthy of mention. For example, one participant noted that a company policy for all types of transitions would be difficult to create. "Every person's situation is different." Another respondent felt that the company should have "...explained to us how it is going to be when we return and have different heads in the company who do not see us in their futures."

Another respondent was unhappy about the many changes that took place in the company while he was away. He stated that there were only a few of which he was aware of, and this was only through informal communication. He suggested improved communication/orientation between home offices and overseas employees. He concluded that, as a result of his lack of knowledge, he was not prepared for the significant change in the organizational culture he experienced upon his return. This caused him to experience culture shock and resulted in a high level of dissatisfaction

Third Open-Ended Question Responses

The third and final open-ended question solicited additional comments. Table 4.13 on the following page presents the collected data. Respondents were asked if there was anything else they would like to add about company, job satisfaction, morale, and motivation upon their return from an overseas assignment that was not covered in the survey. As indicated, 15 of the total sample respondents did not have any additional comment to add about the company, or about job satisfaction, morale, or motivation upon their return. Of those who did respond, a number of their views simply repeated

Table 4.13

Content Analysis of Third Open-Ended Question

Open-Ended Question 3: Is there anything else you would like to add about the company, job satisfaction, morale, and motivation upon your return that was not covered in the survey?

	N	percent*
Repatriate Program Offered*		
No response/no comment/no problems/nothing specific	1	6.3
Raise in salary/promotion/finances/benefits upon return	3	18.8
Better role/job/responsibilities/autonomy on return	3	18.8
Keep co-workers up to date on functions and progress of international personnel and vice versa	1	6.3
Improve recognition/ job satisfaction/level of interest in job upon return	1	6.3
More moral support for readjustment part of the return	2	12.6
Offer new overseas opportunities soon after return	1	6.3
Remember efforts/sacrifices of overseas workers	1	6.3
Use my new experience/learning on a daily basis	1	6.3
More readjustment time	2	12.6
Better financial/career path/other types of counseling	1	6.3
Number Responses	17**	
No Repatriate Program Offered		
No response/no comment/no problems/nothing specific	11	25.6
Raise in salary/promotion/finances/benefits upon return	5	11.6
Better role/job/responsibilities/autonomy on return	4	9.3
Keep co-workers up to date on functions and progress of international personnel and vice versa	5	11.6
Improve recognition/ job satisfaction/level of interest in job upon return	4	9.3
More moral support for readjustment part of the return	3	7.0
Offer new overseas opportunities soon after return	4	9.3
Remember efforts/sacrifices of overseas workers	3	7.0
Use my new experience/learning on a daily basis	3	7.0
More readjustment time	1	2.3
Better financial/career path/other types of counseling	2	5.6
Revise/initiate re-entry strategy	3	7.0
Help improve sense of identity upon return	3	7.0
Number Responses	51**	

*refers to percentage from the total group.

**some people answered more than once.

previously made statements. By restating these concerns, however, their importance is highlighted. Therefore they were included in the listing, although they were not new issues or problems.

The issue of the greatest importance to the total group, although not new, needs to be restated because of the level of importance assigned by the sample. Financial concerns were significant, especially those related to promises made by the company in question before agreeing to accept the overseas position and those related to promotions upon their return.

Overall, it is clear that the majority of the sample was dissatisfied with the salary, responsibilities, and level of autonomy, associated with the returning job. They did not feel the company was "living up to their end of the bargain." Although respondents commented separately on their concern about improved recognition and job satisfaction, it is clear that these feelings were interwoven and influenced by reduced levels of autonomy, responsibility, and salary.

The second most important concern of repatriates was the fact that they were not kept up-to-date on functions, progress, and company policy while they were away and that their co-workers were not kept up-to-date about them. Thus an established sense of bonding was significantly reduced between work teams and groups which results in a loss of company identify, self-esteem, and feelings of job worth.

Interestingly, in this group of comments five respondents wanted to return to overseas positions as soon as possible. This may indicate dissatisfaction they had with the company upon their return.

Three respondents referred to the need for improvement in their sense of identity. This was suggested in previous comments, but not directly stated.

Again, interesting comments were provided by the respondents to the third and final open-ended question. One suggested that personnel departments be taught how to treat repatriates when they return.

Feelings of dissatisfaction were quite noticeable. This can be illustrated in such comments as "I don't know where to start," "The company could have made me feel as important as when I went overseas," "Sometimes I feel like I am totally cut off from my previous life and there is no one here that I can talk to about that," and "The kind of repatriation program that my company had was useful, but you still have to find your own way. It depends how adaptable one is to change. It's different for everyone."

This section on content analysis of responses to open-ended questions produced subjective commentaries about the general attitude of the respondents toward their adjustment required for repatriation. Also, these questions solicited information about the organization's attitude toward the process and the employee. Overall, most respondents received little or no help in the repatriation process, and less than one-fifth that did get help, said it was good. They also felt that their companies failed to clearly define a career path and to utilize their overseas experiences. The three recurring themes throughout this section were the respondents' dissatisfaction with the level of job autonomy, responsibility and salary.

CHAPTER 5 SUMMARY, CONCLUSIONS, RECOMMENDATIONS

Research Summary

This study examined the impact of training and orientation programs on the job satisfaction of repatriated managers. Repatriation clearly is a period of elevated anxiety for repatriated managers and their employing organizations. The importance of the study relates to the fact that previous studies have not explored the relationship between training/ orientation programs, job satisfaction, and turnover of repatriated managers. It was hypothesized that training and orientation programs improved job satisfaction. It was believed that results of the study would yield implications for new policies that may assist in finding a solution to the turnover rate of repatriated managers.

Three questions were posed: Are there differences in job satisfaction levels among repatriated managers within organizations that include training/ orientation and those companies that do not? Do gender, age, and length of employment with the company serve as moderating variables in the relationship between training and orientation programs and job satisfaction for repatriated managers? Is there a significant difference in the job satisfaction levels of repatriated managers who were offered a repatriation program and those that were not offered the program?

The sample consisted of 63 respondents from 200 multinational organizations. A profile of the average respondent emerged. This person was, on average, about 41 years of age, male, Caucasian, had been employed with the current firm between 7 and 9

years, held a Bachelor's degree, and had been assigned for about three years. Also, the average respondent had returned back to the United States around two years ago.

The data identified key attitudes and perceptions that have been linked to job satisfaction, with correlations made to training and orientation programs. The variables of the study were grouped into three categories. These included demographic, company related, and training/orientation related. A full model containing all factors in the respective category was tested for each category to determine which of the variables significantly contributed to predicting job satisfaction. Chi-squares were conducted for the categorical variables to determine if there were statistical differences. For the quantitative variables, ANOVAs were computed.

Three open-ended questions were included in the survey. The first asked for views regarding what specific things the company did that helped the respondent in the repatriation process. The second asked respondents what company policies should be changed or added that would help repatriated managers feel higher levels of job satisfaction upon their return. The third solicited additional comments. Respondents were asked if there was anything else they would like to add about company, job satisfaction, morale, and motivation upon their return that was not covered in the survey.

Conclusions from the Data Analysis

On the basis of the data analysis and literature review, the present research study reached a number of conclusions. These are listed as follows:

Very few respondents in either group received much assistance in the repatriation process. A majority received none. Specific areas that were addressed by some companies generally included financial concerns, career counseling, housing, and travel/shipping arrangements.

Most study participants suffered a significant “let-down” upon their return to the United States. Most people in both groups - those who were provided with repatriation programs as well as those who were not - were not satisfied upon their return.

An important concern of the study was to determine if demographic, company, and training/orientation variables moderated the relationship between job satisfaction and repatriation programs. Certain findings may be reported for these variables. Repatriates who held graduate level degrees had a higher level of job satisfaction than those who held Bachelor’s degrees. Those who were single had more job satisfaction than those who were married. Those who expected advancement on their return had less job satisfaction.

In addition, the offering of a repatriation program had an impact overall on job satisfaction and was significant. Those repatriates who were offered a repatriation program and took advantage of it indicated more job satisfaction than those who were not. A relationship was found between repatriates who participated in a repatriation program and job satisfaction. However, it must also be reported from the analyses that neither group was very satisfied with their job.

Those participants who were provided with a program shared a similar concern with those who were not. Both groups wanted similar if not more responsibilities and an increased level of autonomy upon return. Many repatriates wanted to be provided with

new foreign opportunities as soon as possible. This indirectly suggests dissatisfaction with the returning job as well as standard of living.

Repatriates who were not provided with a program wanted company policy to address the initiation of career path and retention related policies, especially those related to career advancement. Repatriates also wanted their companies to use the new experiences gained by them and leverage the new knowledge and skill set attained while on assignment.

Overall, most repatriates were dissatisfied with the responsibilities, salary, and level of autonomy associated with the returning job. They did not feel the company was “living up to their end of the bargain.” It was clear that these feelings were interwoven and influenced by reduced levels of autonomy, responsibility, and salary.

Repatriates also felt that they were not kept up-to-date on functions, progress, and company policy while they were away and that their co-workers were not kept up-to-date about them. Thus an established sense of bonding was significantly reduced between work teams and groups which results in a loss of company identity, self-esteem, and feelings of job worth.

Summary of Conclusions

The more important conclusions were that few in either group received much help; most suffered a significant “let-down” upon their return; most wanted more responsibilities and an increased level of autonomy upon return; and most were dissatisfied with the responsibilities, salary, and level of autonomy associated with the returning job. Also, those not provided a program wanted company policy to address

this problem. As previously noted, however, there was a difference in the overall level of job satisfaction between those who were offered a program or took advantage of the program and those who were not.

In addition, non-married employees were more satisfied than their married counterparts. Those employees with advanced degrees were more satisfied than those who had Bachelor degrees and those who did not expect advancement upon return were more satisfied than those who did expect advancement.

The amount of variance explained for job satisfaction should also be noted in the summary of conclusions. Married repatriates with higher degrees who worked in a company that provided a family support and pre-departure program tended to be more satisfied with their jobs. In addition, the amount of variance explained for job satisfaction was also influenced by those repatriates who did not expect advancement upon their return to their home office.

Implications for Research

The studies included in the review established a correlation between job satisfaction and turnover (Black, Gregersen, & Mendenhall, 1992; Blegen, 1993; Locke, 1990; Tett & Meyer, 1993). However, they did not adequately explore the factors/variables that influence job satisfaction in the context of repatriated managers such as demographics. Nor did they explore the content of an orientation/training program, especially for repatriated managers and executives. It was indirectly shown, however, that independent variables such as orientation/training programs and demographics do impact morale (Huselid, 1995; Mendenhall & Oddou, 1985; Naumann,

1993a). Thus it may be concluded that they simultaneously impacted the dependent variable of job satisfaction

From the literature review it may be concluded that morale and stress significantly influence job satisfaction (Deary, Blenkin, Agius, Endler, Zealley, & Wood, 1996; Decker & Borgen, 1993). In the context of repatriated managers, any factor that tends to reduce perceived negative stress would be beneficial to improvements in job satisfaction and reduction in turnover (LaBrack, 1993; Naumann, 1993b). The literature continues to remain unclear, however, as to the degree that training programs and demographics affect both positive and negative stress levels that contribute to job satisfaction. However, in an overall context, it was found that repatriation programs minimize stress.

Studies indicated that there was a correlation between job satisfaction for repatriated managers and the existence of an orientation/training program as well as the content or quality of such programs (Banai & Reisel, 1993; Black & Gregerson, 1991a, 1991b; Naumann, 1993b; Tung, 1999). This relationship was not found in the present investigation. It is possible that the small sample size influenced these results. Also, the content of the programs offered by various companies was analyzed, but not statistically analyzed.

Studies indicated that companies need to take greater responsibility in assisting the efforts of returning employees to rejoin their former company division. A study by Grove and Hallowell (1997) provided helpful suggestions to achieve this goal. It may be concluded that these could serve as general guidelines:

- Prepare, prior to the return of the employee - that is, for the unexpected adjustment hurdles that are known to affect returnees;
- expect to deal with the issues common to returning employees, spouses, teenagers, and children;
- rapidly assist employees to regain their usual levels of professional effectiveness on behalf of the firm;
- and participate in the creation of a personal/family action plan for seizing the opportunities of repatriation.

But there are other variables that can also influence job satisfaction beyond the repatriation experience that need to be taken into consideration in future studies. Such variables as job burnout, for example, can have an influence long after the repatriate has experienced a return to the home office. Job burnout, in fact, can influence the job satisfaction of all employees, whether or not they are repatriates or even managers. The literature has shown that job satisfaction is essentially a positive emotional state resulting from the appraisal of the individual's job or job experience. Such satisfaction is often the result of the employee's perception of how well the job provides those things which are valued most and viewed as being most important. But values can change with age, experience, and knowledge, as do the order of their importance. Changing values can contribute to increased or decreased job satisfaction beyond the repatriation experience and is therefore important to mention.

Implications for Repatriation Programming

In an effort to apply the findings of the study, specific implications emerge. These are based on the findings and conclusions of the present investigation.

As indicated in the conclusions, the literature found a correlation between job satisfaction for repatriated managers and the existence of an orientation/training program, as well as its content or quality, but this relationship was not found in the present study. However, the relationship is important and needs further exploration and research, especially with respect to the inclusion of family members in the training process. The inclusion of a family component in pre-departure orientation may develop a stronger commitment on the part of the manager through the process of education, as suggested by Harvey (1989). It is also recommended that the content and quality of training programs be explored in future research, once quality characteristics are operationally defined.

The results of this study also suggest that future research, in an effort to support the empirical findings of the present investigation, conduct follow-up studies, but on a broader scale as regards sample size, diversity of sample group, and number of companies included in the population. A study of significantly more respondents employed in a variety of different companies could yield greater insight and perhaps an even closer convergence with the findings of the present research. An investigation that would assess companies that did and did not offer training/orientation programs for repatriated employees would serve to validate the findings of this study. Such a study would also provide additional and substantial support to the growing body of empirical

evidence supporting the view that repatriated employees are unhappy with their return jobs, salaries, and levels of responsibility.

The study also suggests that replication of the present investigation should could be conducted at intervals in the future in an effort to empirically detect changing or similar trends in job satisfaction as it relates to repatriation programs. Empirical identification of a continuing problem with the morale of repatriated managers would assist executives in taking positive steps forward toward changing their programs. Retaining talented and knowledgeable employees is far less costly than recruiting, hiring, and training new management employees (Rahman & Zanzi, 1995). Meaningful repatriate programs are needed and indeed financially necessary for companies to remain economically viable in today's competitive corporate world.

The final implication is directed toward company management. Company management may find the findings of this study useful in developing more meaningful repatriation programs. Since it is widely believed that morale influences job satisfaction, thus reducing turnover rate among this population, senior management may find ways to use the skills and knowledge acquired by their repatriated managers and increase job satisfaction. Such an effort could conceivably impact the corporate bottom line.

Conclusion

From the results of this study and the literature review it is clear that there is a relationship between job satisfaction and pre-departure training/orientation programs offered to repatriated managers. This conclusion is important to today's global company - one that wishes to be successful in the world marketplace. Many corporations based in the

United States operate divisions in foreign countries. But managers are often unprepared for the situations, both personal and professional, that they face in their foreign assignment. Thus, for the company conducting foreign operations, the benefits are two-fold: they are provided with an effective means of both predicting the success potential of personnel assigned expatriate managerial responsibilities and predicting the success potential of those personnel when they are repatriated. Organizational leadership must not only have the foresight to develop an effective repatriation strategy, but must also possess both the capacity and the willingness to inspire and motivate managerial personnel when those personnel assume expatriate responsibilities and when they are repatriated, as suggested by Robbins (1999).

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APPENDIX: JOB IN GENERAL SCALE

Part 1. This is the job in general scale of the job descriptive index. Think of your job in general. All in all, what is it like most of the time? In the blank beside each word below, write

 Y for "Yes" if it describes your job,

 N for "No" if it does not describe it, or

 ? if you cannot decide.

MAKE NO MARKS UNDER COLUMN 1 OR COLUMN 2.

Column 1

Column 2

<u> </u>	<u> </u> Pleasant	<u> </u>
<u> </u>	<u> </u> Bad	<u> </u>
<u> </u>	<u> </u> Idea	<u> </u>
<u> </u>	<u> </u> Waste of time	<u> </u>
<u> </u>	<u> </u> Good	<u> </u>
<u> </u>	<u> </u> Undesirable	<u> </u>
<u> </u>	<u> </u> Worthwhile	<u> </u>
<u> </u>	<u> </u> Worse than most	<u> </u>
<u> </u>	<u> </u> Acceptable	<u> </u>
<u> </u>	<u> </u> Like to leave	<u> </u>
<u> </u>	<u> </u> Better than most	<u> </u>
<u> </u>	<u> </u> Disagreeable	<u> </u>
<u> </u>	<u> </u> Makes me content	<u> </u>

_____	_____ Inadequate	_____
_____	_____ Excellent	_____
_____	_____ Rotten	_____
_____	_____ Enjoyable	_____
_____	_____ Poor	_____
_____	Totals	_____

Total from Column 1 _____

JOB IN GENERAL TOTAL _____

PART 2: DEMOGRAPHIC INFORMATION

1. My job position is: _____

2. Gender: Male _____ Female _____

3. Current Age:

21 - 29 _____ 30 - 39 _____ 40 - 49 _____ 50 - 59 _____ 60 and over _____

4. Education Level (check highest one):

High School Graduate _____ Some College _____ Bachelor's Degree _____
Masters Degree _____ Ph.D _____ Other: _____

5. Years of employment on this job with this company:

Less than 1 _____ 1 - 2 _____ 2 - 3 _____ 3 - 4 _____ 5 and over _____

6. Ethnicity

Caucasian ____ Afro-American ____ Asian-American ____
 Hispanic ____ Native American ____ Other ____

7. Does your company offer programs for repatriation? ____ yes ____ no

8. If yes, which are offered? (Check any that apply):

____ orientation program ____ training program ____ family support program

8. If yes, did you participate in the program(s)? Yes ____ No ____

9. As compared to before, when you returned your functions were (check one):

____ similar ____ less ____ more

10. As compared to before, when you returned your responsibilities were:

____ similar ____ less ____ more

PART 3: OPEN-ENDED QUESTIONS

1. Do you think more could have been done to repatriate you when you returned to your home country and job – that is, were there factors that influenced your job dissatisfaction other than those mentioned above?

2. What company policies could be changed or added that would help repatriated managers feel higher levels of job satisfaction upon their return?

3. Is there anything else that you, as a repatriated manager, would like to add about company job satisfaction, morale and motivation upon your return that was not covered in the survey? Additional comments are appreciated

SCORING KEY--JOB IN GENERAL

1. Place blue card on corresponding page of subject's white answer booklet, covering all but the answers, so that Col. 1 on blue card is to right of answer column of white page. Align corresponding lines. Write a 3 on the white page under Col. 1 beside each Y answer that matches a Y on the card.
2. Slide the blue card to the left so that Col. 2 is to the left of the answer column of the white page. Align corresponding lines. Write a 3 on the white page under Col. 2 for every N answer that matches an N on the card.
3. Write a 1 on the white page under Col. 2 beside each ? or omission.
4. Total all 3s and 1s from both columns, and enter on white page where indicated.

JOB IN GENERAL [BLUE CARD]

<u>Column 1</u>		<u>Column 2</u>
Y	Pleasant	
	Bad	N
Y	Ideal	
	Waste of time	N
Y	Good	
	Undesirable	N
Y	Worthwhile	
	Worse than most	N
Y	Acceptable	

	Like to leave	N
Y	Better than most	
	Disagreeable	N
Y	Makes me content	
	Inadequate	N
Y	Excellent	
	Rotten	N
Y	Enjoyable	
	Poor	N

[source: Department of Psychology, 1985]
